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DIRECTIONS: If you think there has been a significant increase in the matter described, put a plus sign in front of the statement.

If you think there has been a significant decrease, put a minus sign in front of the statement.

If you think there has been little or no change, put a zero in front of the statement.

If you have no opinion, or have not observed, or if the statement is not applicable, leave a blank.

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Your grade(check one): GS-10 or below \_\_; GS11-13 \_\_; GS-14 or above \_\_.

1. ( ) Number of meetings attended by you
2. ( ) Number of meetings you hold with your subordinates as a group
3. ( ) Number of meetings called by your boss
4. ( ) Amount of win-lose behavior you encounter
5. ( ) How much you delegate to your subordinates
6. ( ) How much your boss delegates to you
7. ( ) Commitment of people generally to their work
8. ( ) Interplay of ideas
9. ( ) Willingness of people you deal with to confront issues
10. ( ) Willingness of people to listen to minority views
11. ( ) Office grapevine
12. ( ) Openness and trust among people you work with
13. ( ) Amount of work turned out by your subordinates
14. ( ) Times your boss has asked you to participate in problem-solving
15. ( ) Amount of overtime
16. ( ) Ability of people to reach a consensus
17. ( ) Your understanding of other people and their behavior
18. ( ) "Personality clashes"
19. ( ) Times you have asked your subordinates to help you problem-solve
20. ( ) Creativity of your subordinates--finding better ways to do jobs
21. ( ) "Red tape"
22. ( ) Amount of resistance to change
23. ( ) Over-all effectiveness of the unit you supervise
24. ( ) Over-all effectiveness of the unit your boss is the chief of
25. ( ) Over-all effectiveness of the Office of Finance

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C O N F I D E N T I A L

DIRECTIONS: If you think there has been a significant change for the better, in the matter described, put a plus sign in front of the statement.

If you think there has been a significant change for the worse, put a minus sign in front of the statement.

If you think there has been no significant change, put a zero in front of the statement.

If you have no opinion, or have not observed, or if the statement is not applicable, leave a blank.

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26. ( ) Your work relationship with your boss
27. ( ) The quality of the communication coming from above
28. ( ) The coordination of activities within the Office of Finance
29. ( ) The work relationships between line and staff personnel
30. ( ) The behavior of "difficult" people on the job
31. ( ) Communication between your work group and other work groups
32. ( ) Quality of decisions made by your boss
33. ( ) Your work relationships with others at your level
34. ( ) Your attitude toward the people you work with regularly
35. ( ) Your understanding of what your job is
36. ( ) The way your boss manages
37. ( ) Work relationships among the people you supervise
38. ( ) The way fitness reports are handled in the Office of Finance
39. ( ) Your ability to communicate with your subordinates
40. ( ) Your ability to communicate with your boss
41. ( ) Your understanding of the problems of the unit you boss
42. ( ) Teamwork between units at the same level
43. ( ) The effectiveness of the staff meetings you attend
44. ( ) The way conflict is handled generally
45. ( ) Morale within the unit you are a member of
46. ( ) Morale within the Office of Finance as a whole

C O N F I D E N T I A L

## C O N F I D E N T I A L

DIRECTIONS: If your answer to the questions is definitely yes, put a plus sign in front of the statement.

If your answer is definitely no, put a minus sign in front of the statement.

If you have to answer with such indefinite phrases as maybe, somewhat, part of the time, etc., put a zero in front of the statement.

If you have no opinion, or have not observed, or if the statement is not applicable, leave a blank.

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47. ( ) Has there been any real change in the way you see yourself
48. ( ) Are you and your subordinates now working better as a team
49. ( ) Are your boss and his subordinates now working as a team
50. ( ) Was the personal feedback valuable to you
51. ( ) Did this training help solve any serious personnel problems
52. ( ) Did this training create any serious personnel problems
53. ( ) Has the training led to the solution of any major production problem
54. ( ) Would you like to know more about the Managerial Grid
55. ( ) Has there been any permanent change in the managerial style of your boss
56. ( ) Has there been any permanent change in your feelings toward the people you work with daily
57. ( ) Did the Grid lead to any major change in work procedures in the unit you supervise
58. ( ) Did it lead to any important policy changes in your unit
59. ( ) Are people in general now trying to apply Grid learning on-the-job
60. ( ) In Phase II, did the team led by your boss identify any serious barriers or blocks to full effectiveness
61. ( ) Did this team identify specific goals to reach for improvement
62. ( ) If so, has the team made significant progress toward reaching these goals
63. ( ) Is the team currently following some systematic plan for improvement in the way it functions
64. ( ) Would you recommend Phases I and II for another office
65. ( ) Would you recommend that the Office of Finance move into Phases III and IV
66. ( ) Would you recommend that future projects of this type be done on weekends
67. ( ) In general, do you think that this project was worth the effort
68. ( ) Do you expect the benefit, if any, to the Office of Finance will be a lasting one

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69. ( ) In general, do you believe that the changes you have noticed were  
mainly caused by the Grid training
70. ( ) Do you fully accept Grid theory and philosophy

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71. On this question, use a 10-point scale (with 10 as the highest rating  
and 1 as the lowest) to score Phase I and Phase II on:

- a. how effective they were as training programs -

Phase I \_\_\_\_\_

Phase II \_\_\_\_\_

- b. how well they applied to your own managerial or supervisory  
situation -

Phase I \_\_\_\_\_

Phase II \_\_\_\_\_

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